

CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF THE FACULTY COUNCIL MEETING
HELD FRIDAY, OCTOBER 20, 1995

Present: M. Anvari, Chair

A. Ahmad (Fina.), S. Alvi, (Econ.), K. Argheyd (Mana.), B. Ashforth (Mana), V. V. Baba (Mana.), D. Ballou (DS&MIS), C. Bayne (DS&MIS), J. Craighead (Acco.), A. Del Bianco (CASA), D. Doreen (DS&MIS), R. Elie(CASA), C. Foster (Reg.), D. Gardhouse (Reg.), M. Gero (CASA), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), J. Hall (Mana.), A. Hochstein (MBA), B. Hawker, (Asst. To Assoc. Dean), M. Ibrahim (Acco.), A. Jalilvand (Fina.), G. Johns (Mana.), V. H. Kirpalani (Mktg.), S. Ladouceur (CASA), A. Lavack (Mktg.), T. Lituchy (Mana.), R. A. Long (Acco.),S. Lorber (CGSA), F. Lowy (Rector), J. McIntosh (Econ.), J. McKenna (CGSA), C. McKinnon (Comm.Off., D. Morin (Assoc.Dean), K. Norman (CASA), J. R. Oppenheimer (Mana.), P. E. Pitsiladis (Mana.), F. Rashkovan (Mana.), J. Rosenblatt (Mktg.), D. Scolamiero (CASA), M. Sharma (DS&MIS), F. Simyar (Assoc. Dean), D. Srinivasan (CASA), M. Thakor (Mktg.), J.Tomberlin (Assoc. Dean), C. Vallejo (Mod.Lang.), M.Veloso (CASA), A. Zaccagnini (Reg.)

Absent with
regret: T. Bui, G. Martin

I **Call to Order**

The meeting was called to order at 09:10.

II **Closed Meeting**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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A series of seven horizontal black bars of varying lengths, decreasing from left to right. The first bar is the longest, followed by a shorter one, then a very long one, then two more short ones, and finally two very long ones at the end.

IV Approval of Agenda - CAFC-95-09A

IT WAS MOVED BY D. SRINIVASAN AND SECONDED BY A. AHMAD THAT
FACULTY COUNCIL APPROVE THE AGENDA, CAFC-95-07A, AS
PRESENTED.

THE MOTION WAS CARRIED.

V Approval of the Minutes of the Previous meeting - CAFC-95-07M

IT WAS MOVED BY D. SRINIVASAN AND SECONDED BY A. AHMAD THAT
FACULTY COUNCIL APPROVE THE MINUTES OF THE FACULTY COUNCIL
MEETING HELD FRIDAY, SEPTEMBER 15, 1995, CAFC-95-07M, AS
PRESENTED.

It was noted that P. E. Pitsiladis' name should be added to the attendance list.

THE MOTION WAS CARRIED UNANIMOUSLY.

VI Chair's Remarks

The Chair advised that the Rector, Dr. F. Lowy, was expected to make a few comments to Council. He welcomed new Council member, M. Sharma and advised that G. Johns is a member of a Travel Review Committee that has recently been struck to evaluate the University's travel arrangements and recommend improvements.

G. Johns asked Council members to forward their complaints, problems or suggestions to Ms. Maria Paradiso.

With regard to invigilation, the Chair announced that the Office of the Registrar would arrange the invigilation this semester as in the past, however, the Faculty would be responsible for the cost. In response to a question, the Chair stated that the policy that existed last year will continue and the department Chairs will communicate their invigilation needs to the Registrar's Office.

The Chair thanked F. Simyar and B. Hawker for being instrumental in producing the Faculty of Commerce and Administration brochure. He also extended his appreciation to the Marketing Communications staff and A. Lavack for their help. He explained that only 1,000 copies have been printed for the purpose of faculty feedback prior to printing a major run of approximately 50,000. All comments regarding the brochure should be sent to Brianh@alcor.

The Chair advised that in the spirit of inter-Faculty cooperation, Faculty Deans will be invited to attend the Council meetings of other Faculties. He advised that he would attend the Arts and Science Faculty Council in December and unless there was some objection, the Deans of the other Faculties would be invited to the FC&A Faculty Council.

The Chair advised that all graduate programmes with the exception of the Diploma in Accountancy would be moving to the newly renovated space on the seventh floor of the GM building. With regard to faculty moving from Loyola, he advised that efforts are being made to accommodate their request to move at the end of the semester.

The Chair stressed the importance of the implications of the Planning and Budget document, which appeared in the Thursday Report, that would be reflected in the budget cut for the Faculty. He announced that the expected University budget cut is \$10M. Another \$10M cut is expected next year. He advised that all Faculty units would soon begin the process of linking planning and budget for the next years. He noted a major shift in orientation from horizontal cuts to vertical cuts which will mean that programmes and departments would be evaluated in light of their role in fulfilling the mission of the

University. Given the magnitude of the cuts and the fact that almost 90% of the budget is personnel related, he cautioned that personnel would be affected. He gave assurances that faculty members would be kept abreast of the ongoing budget discussions. He urged participation in the process and asked faculty members to give him their feedback and ideas as to how to translate the criteria outlined in the document into dollars.

The Chair announced that the Faculty Council Steering committee has decided to cancel the November 3rd Faculty Council meeting due to insufficient new business. He also announced that the first electronic Faculty Newsletter would be sent within the next week. In conclusion, he encouraged faculty members to attend the Fall Convocation, November 24th, 09:30, at Place des Arts and to attend the annual Faculty Awards of Distinction luncheon at the Queen Elizabeth Hotel on November 30th.

In response to a question, the Chair confirmed that matters related to faculty positions, salaries and workload are negotiated between the University and the Faculty Association. With regard to down-sizing discussions among the various units prior to the conclusion of union negotiations, it was stated that the collegial process of determining the Faculty priorities and decision-making could provide a useful reference for the negotiators. In response to a concern that Faculty generated initiatives to conform with the expected cuts may undercut the initiatives of the union negotiators, the Chair stated that the union representatives are acutely aware of the present financial crisis and would be in the positions to address the global needs of University. In addition, he stated that it is the responsibility of this Faculty to make decisions and choices. Strong concern was expressed about the absence of a Commerce representative on the negotiating committee who could play a critical role in developing a realistic agreement.

The Chair introduced F. Lowy, Rector and Vice-Chancellor. The Rector stated that he has enjoyed a warm and welcoming integration to the University community. He explained that throughout the country provinces are giving less money to universities because the federal transfer payments have been reduced and will continue to be reduced over the next several years. Moreover, the federal government has placed education in the same funding envelope as social welfare and health. As a consequence, painful choices must be made by the provinces between health care expenditures, which are almost politically sacrosanct, and education expenditures. With regard to Concordia, he advised that an estimated \$30M reduction in operating funds is projected which, together with the \$10M reduced from the last budget year, would result in a loss of twenty percent of the University's 1994 operating funds. He stated that with the heavy investment in salaries both a major restructuring and increased efforts to generate revenue from other sources are essential - the challenge is to find ways

to provide quality programmes to our students while coping with a substantial reduction in operating funds.

With respect to revenues, the Rector explained that approximately 80% of the operating funds are provided by the provincial ministry and 10% of revenues are from tuition fees. He noted that with the exception of a few state schools in the U.S., Quebec schools have the lowest tuition fees. He stated that he would favour negotiating a modest increase in fees along with creative loan and bursary programs with the provincial government which would ensure accessibility to the students while providing needed revenue for the University. He identified other potential growth areas which include increased donations from the corporate and private sector and from the alumni from Loyola, Sir George Williams and Concordia, contract work and external grants. With respect to expenditures, he stated that spending must be effective, productive, creative and fair to fulfil our obligations to the students to provide a reasonable choice of quality education. He suggested that groups of universities such as the four universities in Montreal could examine ways to reduce expenses by joint activities in both the administrative and academic spheres. He stressed the importance of identifying the focus of the University to ensure a distinctive role for Concordia in such a process.

The Rector advised that the document entitled *Setting the Course for Our Future: A Discussion Document* is intended to provide a structure for discussion and feedback to allow a reworking of the criteria recommended. The criteria would subsequently be applied to programmes which would lead to further discussions. He hopes this will be a creative exercise whereby the focus of Concordia is clarified and the resources to be shared are identified. He stated that the financial crisis over the next few years need not be a reason for anxiety but rather a reason for creative restructuring, an exercise that he looks forward to doing in collaboration with the University community.

In response to a question about the process, the Rector advised that the process is not clear at this point but the first priority it is to agree on fair criteria for the difficult decisions to be made.

In response to a question about Mr. Aubin's column in *The Gazette*, the Rector advised that the remarks about the graduate programmes reflected the author's view and not his or Principal Shapiro's view. He stated that the mission of a University is not only to transmit received knowledge but to create knowledge, ideas, skills and methods which are intimately connected to graduate programmes and scholarly research. On the other hand, he advised that it would be unrealistic to expect that Concordia and McGill would offer programmes in every field.

In response to a question about future down-sizing, the Rector advised that it would be unavoidable if another \$30M cut is imposed. With respect to how it would be implemented, he reiterated that the model has not yet been developed. He advised that when a model is prepared it would be subject to discussion within the University community and subject to negotiation with the various unions with respect to collective agreements.

With regard to a question as to the viability of maintaining two anglophone universities in Montreal, the Rector affirmed his conviction that Concordia is in a position to provide to Montreal, Quebec and Canada an alternative to the other universities. He stressed the need to properly define the niche of the University to ensure that such questions can be defended from a position of strength.

In response to a question about the long range vision for the University, the Rector replied that the process to create a long range vision began with the document *Setting the Course for Our Future: A Discussion Document*.

In response to a question about the expected amount of tuition increase, the Rector advised that any tuition increase in Quebec universities would be negotiated by the provincial government.

In response to a question as to what was being done to represent the importance of education to the provincial and federal governments, the Rector advised that he was aware of an unsuccessful lobby to Ottawa aimed at separating the health care package from the education package. He agreed that strong efforts to lobby both Quebec and Ottawa would be promoted by the administration.

With regard to questions about internal inefficiencies and the senior salaries, the Rector agreed that efficiencies must be made within the University and advised that the faculty association has levied a grievance against the University to countermand the past policy of the senior salaries committee. He noted that the feasibility of making salary adjustments for periods as long as twenty years was being questioned. With regard to internal efficiencies, the Chair advised that the Faculty Deans and Vice-Deans, responsible for programmes, have been meeting to identify areas where synergies can be found in various programmes. It was cautioned that indiscriminate synergizing would erode the benefits attained by specialization.

A strong concern about the dependability of the financial accountability of the University system was expressed. The Rector was asked to clarify the status of the search for the Vice-Rector, Institutional Relations and Finance. The Rector advised that at the last meeting of Senate, a proposal for the restructuring of the senior administration had been presented for discussion. Consequently the

search would be delayed for approximately one month. He explained that the proposal suggests that the finance portfolio be entirely detached from the Office of the Vice-Rector, Institutional Relations and Finance and given to a financial professional. He further explained that the academic objectives of the budget would be determined by the Vice-Rectors and Deans while the control of the budget would be maintained by the financial professional who would replace the position of Treasurer and the position of Associate Vice-Rector, Institutional Relations and Finance. An appropriate search would be conducted for this individual once the proposal is approved by the Board of Governors. The Vice-Rector, Institutional Relations and Finance would be responsible for institutional advancement, human resources, and government liaison. With regard to a question about the role of the Vice-Rector, Services, the Rector explained that the complex and diverse mandate of the position precludes hiring an architect for the position.

The Chair thanked the Rector for joining the Council meeting. The members of Faculty Council applauded the Rector.

VII **Faculty Council Elections**

There were no elections.

VIII **Business Arising from previous meeting**

There was no business arising from the previous meeting.

IX **Report: Commerce Undergraduate Curriculum Committee**

D. Morin announced that the curriculum revisions for the B. Commerce and B. Administration were approved at the last Senate meeting. She advised that the curriculum committee was preparing for the implementation of the revisions in September 1996 and that the revisions for the majors, minors and certificate programmes are being prepared for approval by Council in the spring.

X **Report from Faculty Representatives on University Committees**

With regard to graduate programmes, T. J. Tomberlin announced that the curriculum revisions approved by Council for the EMBA, AMBA and DIA are expected to be approved by the Council of the School of Graduate Studies for implementation in September 1996. He advised that the Graduate Deans in the Montreal universities are attempting to find ways to share courses within programmes which may have a positive impact on the Faculty.

T. J. Tomberlin announced that the University's Industrial Liaison Officer would be invited to meet with the Chairs of the departments to discuss ways of increasing Faculty contact with the business community to increase contract research for the University.

With regard to research, T. J. Tomberlin advised that a call for proposals for internal seed grants would be issued after the next meeting of the Faculty Research committee. A total of \$63,100 is available for distribution.

With respect to appraisals, he advised that the Senate has moved the responsibility for appraisals from the Senate Academic Programmes committee to the Senate Committee on Academic Planning and Priorities. The goal is to link the appraisal process directly to the planning and budgeting process of the University. He noted that the new procedure would allow more flexibility in streamlining the process for the unique organization of the Faculty. In conclusion, he announced that the appraisal process for the undergraduate programme has been completed, the M.Sc. And the Marketing Department Faculty Appraisal reports are expected at the end of the semester, the Faculty Appraisal committees for the Finance Department and the International Business Programme are now being struck, the appraisal processes for the DIA/DSA Programme, the Management Department, the Accountancy Department and the Diploma in Accountancy Programme are underway.

XI Report: External Affairs and Executive Programmes

F. Simyar reported that his office has undertaken the following activities to promote the positive image of the Faculty and University and to increase Faculty revenues: An English Summer course is being considered to attract French Cegep students to the undergraduate programmes; a strategic management seminar series has been organized; meetings have taken place with two of the seven alumni focus groups to increase alumni involvement in the University; CMA and CGA coaching groups have been working to ensure the success of our students in the national examinations; a French version of the Uniform Final Examination preparation for the CA is being considered. He thanked the faculty members who have participated in the Commerce Games Committee and he reported that the teams have been formed. Faculty members will soon be asked to help with the coaching. In conclusion, he announced that G. Lowenfeld will be asking faculty members to submit Executive Development seminar proposals.

F. Simyar confirmed that the strategic management seminar series would be open to faculty and students and that a French version of the Faculty brochure has been produced. He also reported that a video is being prepared to attract French students.

XII Reports from Faculty Representatives on University Committees

1. University Senate

T. J. Tomberlin reported that the undergraduate curriculum revisions had been approved at the last meeting.

The Chair reported that the proposal for organizational restructuring referred to by Dr. Lowy had been tabled at the last Senate meeting. He asked faculty members to consult the copy of the proposal which would be sent to all the department Chairs and Programme Directors and give their feedback to Dr. Lowy.

2. **Arts and Science Faculty Council** - There was nothing to report.
3. **Senate Academic Planning and Priorities** - There was nothing to report.
4. **Senate Academic Programmes Committee**
T. J. Tomberlin reported that the undergraduate curriculum revision was approved at the last meeting.
5. **Senate Research Committee** - There was nothing to report.
6. **Senate Academic Services Committee** - There was nothing to report.
7. **University Library Committee** - There was no report.
8. **Undergraduate Scholarships and Awards Sub-committee** - There was no report.
9. **Sub-Committee on Academic Computer Policy** - There was no report.
10. **Computer Resources Committee** - There was no report.
11. **Board of Governors** - There was no report.
12. **Council of Graduate Studies**
Documents CAFC-95-09A-01 and CAFC-95-09A-02 were received by Council.

XIII **Reports from Student Associations**

1. **C.A.S.A. Report**

D. Srinivasan reported that the second issue of the *CASA Exchange* has been issued. He announced that the \$500 raised at the C.A.S.A. Volleyball game has been donated to the Centraide campaign as part of C.A.S.A. efforts to assist Centraide in achieving their annual goal. He also announced that C.A.S.A. students will begin making presentations on behalf the Faculty to the Human Resources departments of organizations that do not participate in the on-campus recruitment. He commented that he had received positive

feedback about the Finance Trading course and, with regard to the Commerce Games, he noted the strong support from the faculty this year. He thanked the following faculty members for their tremendous participation - A. Ahmad, K. Argheyd, L. Hébert, A. Jalilvand, A. Lavack, J. A. Rosenblatt, M. Sharma, D. Morin and M. Anvari and extended a special thanks to F. Simyar.

2. C.G.S.A. Report

S. Lorber welcomed A. Hochstein, the newly appointed director of the MBA Programme and reported that a mentorship programme for incoming students would be developed this year.

XIV New Business

1. International Exchange Programmes Annual Report 1994-95 - CAFC-95-09A-03

The Chair explained that the report has been prepared by V. H. Kirpalani to provide the additional information requested by the Council at the May 1995 meeting.

In response to a question about the low enrolment for Canadian students, V. H. Kirpalani explained that not many Canadian students participate because international study is not a programme requirement. On the other hand he stated that the increase in the number of incoming students is expected to continue because many European require international study.

IT WAS MOVED BY J. HALL AND SECONDED BY F. SIMYAR THAT SPEAKING PRIVILEGES BE GRANTED TO T. LITUZY, DIRECTOR, INTERNATIONAL EXCHANGE PROGRAMMES.

THE MOTION WAS CARRIED UNANIMOUSLY.

In response to a question about student recruitment, T. Lituchy advised that promotional materials have been sent to various countries, a meeting has taken place with an organization of international exchange professionals in Mexico which has developed a strong interest in Mexican students coming to Canada and promotion materials are being distributed by the International Education office of Continuing Education at international education fairs and the University's central recruitment office distributes the material in both Canada and the U.S.. She noted that both the French and Mexican universities have asked that the Faculty offer Business English courses.

The following questions were posed by one member of Council: What did the \$2.5M budget achieve for this Faculty over the term of four years? Why were the administrative costs, \$97K and \$121K for the two-year period reported, so

high? Is the expenditure of \$400K for the delivery of thirteen MBA courses as reported for the 1993-1994 year typical? Who were the faculty members from this Faculty who taught in China?

With regard to the differing administrative costs, V. H. Kirpalani explained that in 1994-95 the programme ended on December 31, 1994 while the CIDA financial year runs from March to March. He further explained that the costs include the salaries of the administrative officer and a secretary in addition to office expenses. He noted that when H.E.C. was the central office the pattern of expenditures was identical.

With regard to the \$2.5M budget for the four-year term, he pointed out that H.E.C. Had been responsible for the administration for the first two-year period. With regard to programme activities, he noted that the Tiananmen Square incident had a negative impact for a one-year period which explains the bunching of thirteen courses in 1993-94. The number of MBA courses delivered were reduced for a period and the delivery was increased between March 1993-1995. He explained that decisions were made by a joint programme steering committee (JPSC) composed by the national office coordinator, W. Crowston, CIDA and the State Education Commission in China.

With regard to faculty participation, he advised that nineteen Concordia faculty members taught in China and approximately the same number of professors from H.E.C. participated. He advised that Concordia faculty members also supervised the visiting Chinese scholars who spent three or more months here. In addition, a number of Chinese students who were studying at Concordia when the Tiananmen Square incident occurred entered the Ph.D. Programme.

In response to a question, V. H. Kirpalani explained that the total teaching costs for the period were approximately \$222K; the delivery cost for each MBA course was approximately \$17K, which included the salary of the instructor, the air fare, the teaching materials and incidental expenses. With regard to visiting scholars, the expenditure was approximately \$245K for the period which includes the air fare, accommodations, and educational materials. With regard to the administrative costs, he advised that the costs included approximately \$60K for salaries, the stipend for the two coordinators and office expenses.

In response to a question about the two references to the Faculty instituting a Business English course, F.Simyar confirmed that it would be one non-credit course for the French and the Mexican student which would be given in

collaboration with the Faculty of Arts and Science's Département Etudes Français.

It was noted that the administration costs for a few people were equal to the teaching costs for nineteen people, approximately \$450K over a four-year period.

With regard to the \$121K administrative cost, V. H. Kirpalani confirmed that while Concordia was the central office almost \$60K was allotted to office salaries for a project officer and a secretary. He reiterated that \$23K was allotted to the coordinators' stipends, 1/3 for HEC and 2/3 for Concordia, and the balance of approximately \$35K covered office expenses.

One member of Council expressed his desire to examine detailed figures for the programme since its inception. He stated that a clear statement for each year which would identify all the costs and benefits of this venture was needed to evaluate its worth for the Faculty in the past and in the future.

V. H. Kirpalani explained that with the agreement of CIDA, administration costs were held at approximately 33% of the total budget for the year. He noted that all the costs of the programme were based on CIDA norms. With regard to providing the details requested, he advised that only the records for 1991 - 1993 were available at Concordia, the balance of the records are held by H.E.C. He stated that could ask for these records. He pointed out that the linkage procedures require a quarterly report to the National Coordinating Office which ensures that the norms are observed.

T. Lituchy advised that the project budget report has been received from H.E.C and would be available for examination to those interested. With regard to administrative costs, she advised that 54% of the salaries for the administrator and staff went to the Faculty overhead account.

One Council member reported that when he met to finalize the project with W. Crowston, the National Coordinating Officer for CIDA, he was assured that all was in order.

**IT WAS MOVED BY P. E. PITSLADIS AND SECONDED BY R. A. LONG
THAT A FURTHER ACCOUNTING OF THE CANADA-CHINA MANAGEMENT
PROGRAMME BUDGET BE MADE TO COUNCIL BY JANUARY OR
FEBRUARY 1996 FOR EACH YEAR THAT CONCORDIA WAS
RESPONSIBLE FOR MANAGING THE PROJECT. THIS ACCOUNTING
WOULD INCLUDE A DETAILED BREAKDOWN AND A COMPLETE
DESCRIPTION OF ALL EXPENDITURES ASSOCIATED WITH THE**

PROGRAMME AND ANY OTHER INFORMATION THAT WOULD ASSIST TO EVALUATE THE PROGRAMME IN RELATION TO THE NEEDS OF THE FACULTY OF COMMERCE AND ADMINISTRATION. THE REPORT WOULD IDENTIFY LESSONS THAT HAVE BEEN LEARNED FROM THIS PROJECT.

It was suggested that the report be based on matching principles. Once the expenditures and the periods of time and the revenues were matched, the concerns raised would be alleviated.

In response to a question, V. H. Kirpalani stated that it may be quite difficult to obtain all the information since 1988 because a large portion was kept by H.E.C.. It was suggested that current Director of the International Programme and the Associate Dean could prepare the report. It was argued that individual administrators must be held accountable for their actions.

In response to a question, V. H. Kirpalani repeated that a quarterly financial statement was submitted to the agency throughout the duration of the project. It was suggested that a compilation of these reports would respond to the concerns raised. V. H. Kirpalani pointed out that the administrative costs were reported in a global way. The Chair asked Council members if it would be satisfactory if these reports were made available to them for examination. One member replied that this would not satisfy the need for an evaluation and recommendations for the future. The Chair suggested that V. H. Kirpalani be requested to prepare a two or three page report to address that need in addition to providing access to all faculty members to the quarterly financial reports. It was argued that the issue involved is the principle of accountability.

It was pointed out that a major concern was that the quarterly reports would not provide a thorough breakdown of the administrative expenditures that have been made. The mover and the seconder of the motion agreed that the breakdown of administrative expenditures was necessary.

V. H. Kirpalani suggested that it may be helpful to examine the summer project which has been approved in line with the past norms including an administrative component and a teaching component.

A member of Council volunteered to assist V. H. Kirpalani prepare the breakdowns requested.

With regard to the request for an evaluation of the project, V. H. Kirpalani noted page 5 of document CAFC-95-09A-03.

THE MOTION WAS CARRIED (22 IN FAVOUR, 0 OPPOSED, 6 ABSTENTIONS).

2. **Executive MBA Annual Report - CAFC-95-09A-04**

IT WAS MOVED BY M.IBRAHIM AND SECONDED BY F. SIMYAR THAT SPEAKING PRIVILEGES BE GRANTED TO THE K. ARGHEYD, DIRECTOR OF THE EXECUTIVE MBA PROGRAMME.

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY F. SIMYAR AND SECONDED BY M. IBRAHIM THAT FACULTY COUNCIL ACCEPT THE ANNUAL REPORT OF THE EXECUTIVE MBA PROGRAMME, CAFC-95-09A-04.

In response to a question about how the budget surplus is used, J. A. Rosenblatt explained that the surplus from revenue generating programmes has traditionally been transferred to the Faculty budget to cover specific Faculty projects. An itemized list of what the surplus has been spent on for 1993-1994 and 1994-1995 and a projection for the use of the 1995-96 budget surplus was requested by one Council member. The Chair explained that the surplus from revenue generating programmes and the overhead monies from programmes such as the U.W.I. Programme and the Canada-China Management Programme go into the Faculty budget and are accounted for in the Faculty budget statement. He stated that these funds are considered as development funds for the Faculty.

It was suggested that the enrolment decrease could be attributed to the unfilled position for marketing the programme. K. Argheyd agreed that the vacancy could be one of the factors but pointed out that the decrease in MBA programmes is a general trend. The programme has suffered from the negative publicity which has been generated about Concordia, and there has been a substantial increase in the number of competitive programme offerings.

The financial report and the reversal of a past admission policy which tended to diminish the academic standards of the programme were applauded by one member of Council who asked if the reduced enrolment would be attributable to the higher admission standards. He also suggested that a student progression report be included in the next report. K. Argheyd explained the current admission policy and grading policy.

With regard to promotion for the programme, the Chair advised that the improvement of the marketing efforts for all programmes in the Faculty is one of the current priorities under consideration. It was argued that the EMBA and the AMBA programmes required specialized marketing expertise. The Chair acknowledged the special needs of the programmes and explained the constraints which have arisen with regard to personnel issues. As a result of the budgetary policy of the University, which requires that the revenues from these programmes be rolled into the operating budget, all AMBA and EMBA staff, who had been paid directly from the programmes, became regular staff/union members. Consequently, their positions, and decisions regarding freezing or hiring, are subject to the University policy. He gave assurances that the entrepreneurial efforts of the EMBA and AMBA programmes would be encouraged and that they would have the staff required to fulfil their mission.

Members of Council thanked K. Argheyd and applauded him for his efforts.

3. Change of the name of the Faculty - CAFC-95-09A-05

IT WAS MOVED BY M. IBRAHIM AND SECONDED BY G. JOHNS THAT THE PROPOSAL TO CHANGE THE NAME OF THE FACULTY BE TABLED FOR FURTHER CONSIDERATION.

It was agreed that the proposal be referred to the departments for consideration and feedback to the Faculty Council Steering Committee.

THE MOTION WAS CARRIED UNANIMOUSLY.

XV Other Business

1. Faculty Council Composition - CAFC-95-09A-06

IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL REQUEST THAT COMPUTING SERVICES DELEGATE A REPRESENTATIVE FOR THE FACULTY OF COMMERCE AND ADMINISTRATION FACULTY COUNCIL FOR THE 1996-1997 ACADEMIC YEAR.

It was suggested that a representative from Treasury be requested. It was noted that Treasury was part of the administration and not an academic service centre. One Council member asked to go on record as recommending a representative from budget services.

THE MOTION WAS CARRIED UNANIMOUSLY.

IT WAS MOVED BY M. SHARMA AND SECONDED BY V. V. BABA THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

XVI **Next Meeting**

The next regular meeting of Faculty Council will take place on Friday, December 8, 1995 at 09:00 in room GM403-2.